



**DEPARTMENT OF THE ARMY  
CALIFORNIA ARMY NATIONAL GUARD  
115<sup>th</sup> Troop Command  
850 All American City Boulevard  
Roseville, CA 95678-1598**

CATRP-CR

1 March 2001

MEMORANDUM FOR 115<sup>th</sup> Troop Command Soldiers

SUBJECT: Command Philosophy

1. I am honored to command the 115<sup>th</sup> Troop Command. I am excited about the opportunity to lead this brigade into the 21<sup>st</sup> Century and transition it back to its "roots" as an Area Support Group (ASG), while adding 18 companies and three thousand soldiers as a result of Army Division Redesign (ADRS). Listed below are the things that I expect of both myself and you in order to be successful in this endeavor.
2. Soldier Care. The responsibility to care for your soldiers cannot be understated. Soldier Care starts from the moment you recruit them and ends on the day that they retire. Ensure that you cloth, feed, house, pay, recognize and train them in a manner befitting a United States of America Soldier. Without soldiers, Leaders are nothing. Leaders must also take care of themselves. I have seen far too many Leaders careers cut short due to the lack of achieving the civilian and military educational levels that are required.
3. Training. I believe that many of the ills that we have (low strength numbers, poor retention) can be fixed through aggressive, exciting training. If you are a LEADER, EVALUATE the TRAINING you are providing for your soldiers.....is it PLANNED? AGGRESSIVE? EXCITING?
4. Train and accomplish Tasks to Standard. Retrain till you get it right. A mentor provided me a plaque many years ago, it simply states, "Your People Reflect Your Standards". That plaque rests on my desk today in order to continually remind me of my obligation to my soldiers, to ensure that they train to a standard, the Army Standard and not time.
5. Everything is Training!! Too often we look at training as an event that occurs on the training schedule. Aggressive forward thinking NCO's and Officers will make EVERYTHING they do TRAINING!!!
6. Develop Future Leaders. We all have the responsibility to identify, train and develop the future leaders of our sections, squads, platoons, companies and battalions in both the Non-Commissioned, Warrant and Commissioned Officer Corps. Who are you Mentoring? Who is going to replace you? Do you have a Mentor? What is your plan for the future?
7. Leave every organization better than you found it. Everyone has a different skill set. Know what yours and your subordinates are. Leverage that skill set to effect positive change in your organization. Positive change should be centered around SOLDIER CARE and TRAINING!!!!

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8. What do I expect?

a. Technical Proficiently – for soldiers to be trained and proficient in their MOS. A very important subset of this is Automation Proficiency, in order to be “One Army” we must be proficient in the use of all the automated systems ULLS-G, ULLS-S4, SPBSR, SAMS-1, SAMS-2 etc.

b. Tactical Proficiently – A mindset exists that because we are not a divisional unit, we do not go to the field and train on those skill sets. Nothing could be further from the truth, we must train to support in ALL types of environments!!! To do less is not training and taking care of your soldiers.

c. Honesty – The truth is ugly sometimes, the only way to make it pretty is to address it in the open. I will be honest with you, I expect the reciprocal.

d. Setting the Example. I expect leaders at ALL levels to set the example in Appearance, to include weight and APFT, Attitude, and Conduct.

e. Communication or the lack thereof is the biggest complaint of troops. Do you communicate with your subordinates and your organization? How often?

f. Get out with the Troops!!! Leaders who are not out with the “Lead” are not Leading. You are only as good as the ground you cover!!! Make it a lot of ground!!

9. I look forward to serving with you!

**"Support Starts Here - Every Soldier Counts"**

LAWRENCE D. COOPER  
COL, OD, CAARNG  
Commanding

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